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**INFORMATION OVERLOAD, ROLE AMBIGUITY, AND  
TRANSFORMATIONAL LEADERSHIP ON COMMUNICATION  
EFFECTIVENESS IN A TELECOMMUNICATION COMPANY.**

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TRANSFORMATIONAL LEADERSHIP ON COMMUNICATION  
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**Dissertation Submitted to  
School of Business Management,  
UUM College of Business, University Utara Malaysia  
in Partial Fulfilment of the Requirement for the  
Master of Human Resource Management**

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## ABSTRACT

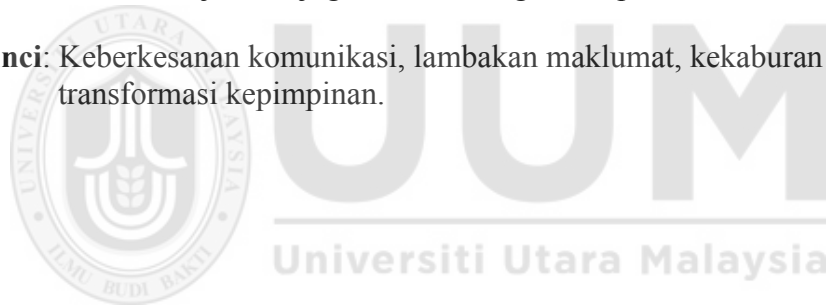
This study examined the influence of information overload, role ambiguity and transformational leadership on communication effectiveness in a telecommunication company. Specifically, the objectives were: (1) to examine the influence of information overload on communication effectiveness; (2) to examine the influence of role ambiguity on communication effectiveness; (3) to examine the influence of transformational leadership on communication effectiveness. In this cross-sectional study, 250 employees were the targeted sample. The independent (i.e. information overload, role ambiguity, and transformational leadership) and dependent variable (i.e. communication effectiveness) were measured via standard questionnaire that adapted from previous studies. The data obtained were analyzed by using the software of Statistical Package for the Social Science (SPSS) version 21. The regression results indicated that communication effectiveness was influenced by three variables; information overload, role ambiguity, and transformational leadership. It was found through the study that role ambiguity was negatively correlated to communication effectiveness. Meanwhile, transformational leadership and information overload were positively correlated to communication effectiveness. Contributions, limitations, and implications of the study are also discussed.

**Keywords:** Communication effectiveness, information overload, role ambiguity, and transformational leadership

## ABSTRAK

Kajian ini dijalankan untuk mengkaji pengaruh lambakan maklumat, kekaburan peranan, dan transformasi kepimpinan terhadap keberkesanan komunikasi dalam sebuah syarikat telekomunikasi. Objektif kajian ini secara khususnya adalah: (1) untuk mengkaji pengaruh lambakan maklumat terhadap keberkesanan komunikasi. (2) untuk mengkaji pengaruh kekaburan peranan terhadap keberkesanan komunikasi. (3) untuk mengkaji pengaruh transformasi kepimpinan terhadap keberkesanan komunikasi. Terdapat 250 pekerja telah dikenalpasti dan menyertai kajian ini. Pembolehubah bebas (lambakan maklumat, kekaburan peranan dan transformasi kepimpinan) dan pembolehubah bersandar (keberkesanan komunikasi) telah diukur dengan menggunakan soal selidik yang telah diadaptasi daripada kajian terdahulu. Data yang diperolehi telah dianalisa menggunakan perisian SPSS versi 21. Analisis regresi menunjukkan bahawa keberkesanan komunikasi dipengaruhi oleh tiga pembolehubah: lambakan maklumat, kekaburan peranan dan transformasi kepimpinan. Dapatan kajian mendapati bahawa kekaburan peranan dan transformasi kepimpinan berkorelasi positif terhadap keberkesanan komunikasi, kecuali lambakan maklumat. Kajian ini juga membincangkan implikasi dan limitasi kajian.

**Kata kunci:** Keberkesanan komunikasi, lambakan maklumat, kekaburan peranan, dan transformasi kepimpinan.



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## LIST OF ABBREVIATIONS

### Abbreviation

### Description of Abbreviation

**MOHE**

Ministry of Higher Education

**HRM**

Human Resource Management



# **CHAPTER 1**

## **INTRODUCTION**

### **1.1 Background of Study**

Communication effectiveness plays a vital role in functioning any organization. Sharing ideas, understanding issues and solving issues become a major task in almost every industry. Communication is an exchange of information or ideas between a sender and receiver (Widhiastuti, 2012). According to Ince & Gul (2011), communication effectiveness reinforces an employee to achieve the organizational goals.

Iloafu (2016) mentioned that management skills and knowledge of a task are conveyed to the employees through a good communication skills. Iloafu (2016) also stressed that communication is an essential element to function an organization performance. In other word, communication effectiveness increases an organizational relationship by achieving their goals.

Norfadzila and Ahmad (2016) describe communication as tool of developing relationship with one another via good interaction. They also point communication aids in exchanging and sharing information between two or more individuals. Based on National Graduate Employability Blueprint 2012-2017, Malaysia industry focuses on two categories namely, hard skills and soft skills. Hard skills comprises time management, research skills, computer skills, internship and contacts with employers; Meanwhile, soft skills comprises communication skills, problem solving skills, self-confidence and attitude towards work (Ministry of Higher Education Malaysia [MOHE], 2012).

Poor command of English shows the utmost problem faced by the employers in hiring fresh graduates with the percentage (55.8%), this problem eventually leads to poor communication skills among the Malaysian graduates (Ministry of Higher Education Malaysia MOHE, 2012). The prolonged of such issues could affect one's performance in any organization. Communication skills is a criteria that will be observed by an employer, in employee (Baugh, Davis, Kovacs, Scarpino, & Wood, 2009). According to Bennett (2002), communication skills make an employee shows their contribution and interest in given task.

Communication demonstrate a role of each individual in the workplace to build up their self-confidence. This helps them to have high determination in facing any challenges in the working environment. Malaysian Ministry of Higher Education ( MOHE) and Job Street have conducted a number of surveys on unemployed rate among Malaysian, the finding shows that poor communication is the main reason why fresh graduates are remained jobless ("Survey on job market - Education," 2016). A poor communication skill among graduates lead to difficulty in interacting and perceiving information that eventually affect their responsibilities in many ways. According to a job market survey, communication is important for everyone to interact (Education," 2016). "Being good communicators allow us to build a good relationship, as communication skill is looked as a first impressions in the first 45-minutes of an interview (Education," 2016). Rebecca (2016) stated employers are looking for workers who can communicate well, since it is a top most trait in hiring a candidate. Similarly, Tajima (2004) stated that communication plays an important role between pilots and air- traffic controllers. Majority of pilots and

controllers are agreed that good communication is equally important as a technical skill in his study.

To complement that, Wilkinson (2017) also stated that communication problems such as unclear information or miscommunication leads to misunderstanding between cockpit and ground control. Moreover, lack of communication also creates an unclear information on role of descriptions of employees that lead to the role of ambiguity (Behaviors, 2014).

Classical theory by (Srikanth & Jomon, 2013b) describes the role of ambiguity as a lack of information or unclear information which make a person faces difficulty to perform his responsibilities effectively. Srikanth and Jomon (2013) also points ambiguity in work could create anxiety. Good clarity of communicative skills helps an employee to perform better in the organization (Srikanth & Jomon, 2013). The role of ambiguity could cause a stressful and confusion state among the workers of their responsibilities (Grobelna, 2015). According to Eppler and Mengis (2003), a heavy load of information will confuse an individual to recall a prior data of a task.

On the other hand, the term of “information overload” seems as an abundant of information (Sarfraz, Liu, Abdullah, Province, and Sciences, 2016). Employees may face difficulties in dealing with so many information at a time and there is tendency to forget on their actual task. An individual might not able to handle the communication process efficiently due to information overloaded, this even breakdown an organization needs (Sarfraz et al. 2016). Information technologies such as emails, fax and teleconferences might also causes over flooding of information (Filippov & Iastrebova, 2005).

Edmunds and Morris (2000) stated that overload emails create problems for an individual in managing information where the users might jumble the messages, documents, and conversational threads. Thus, it becomes a key factor that impact communication effectiveness.

Stich, Farley, Cooper, and Tarafdar (2015) mentioned that managing information can lead an individual to face difficulties as they receive more emails and they might forget to reply the prior emails. Email is used as a communication tool, however, spam mail creates irrelevant messages that reduce the productivity and efficiency of the communication system (Agema,2015). Mostak and Hoq (2014) describe overload information as an excess of relevant information that cannot be absorbed in large quantities. Information overloaded causes employees incapable of acquiring relevant information where employees may face difficulties in absorbing and completing their duty on time. Mostak and Hoq (2014) stated his view on overload information as a content that exceeds human information processing capacity. It is explained that too much of the information will be difficult for the employees in recalling the data received. However, employees only able to remember a few information or messages at a time this led to inefficient of communication.

Femi (2014) mentioned that communication effectiveness has an important role in performing organization plans and objectives. Clack (2017) stated the leader's clarity of communication assists the employees in making a good decision which shows the characteristics of leadership is key to success. Arsovski and Nikezic (2012) mentioned that a good interaction creates a trust and understanding between leaders and employees through effective communication. Furthermore, Anantatmula (2010) stated that leadership



helps in controlling the flow of information among employees to accomplish an organization goals successfully through effective communication.

Agema (2015) stated communication plays a vital role in directing and controlling employees in the organization. Communication is important for all the employees to do their job appropriately without any confusion. Ince and Gul (2011) mentioned that an organization should eliminate any barriers of communication to create communicative effectiveness. An appropriate communicative skills in the organization always been vital to the success of a management (Darijani, Soltani, and Pourroostaei, 2014).

## **1.2 Problem Statement**

Chidiebere, Ngozi, and Ifeoma (2015) conduct a study on the effect of employee communication and organization, the study shows that communication skills associated with organizational performance. This determine communication as a major element in organizational performance. The study suggested that any organization should develop communication effectiveness in transmitting information either in or out of the organization.

Communication is essential for all the employees and leaders in the industries on their daily basis of interaction. Communication in an organization helps to transfer organizational objectives and goals (Femi, 2014). Femi (2014) also indicates that communication is an exchange of ideas and opinions among two or more people. Wanjiku et al. (2016) describe communication is significant to an individual to carry out a task or duty. Communication plays a key role in transfer a message from an individual to another.

Communication effectiveness involves of transferring messages and feedback from the sender to the receiver.

Communication effectiveness assists employees to achieve an organizational goals (Femi, 2014). An individual or team of employees are involved and connected through the communication in the organization (Ince & Gul, 2011).

Many communication tools such as email, twitter, blogs are available and it's vastly utilized in workplace (Maina, 2014). Employees are not able to process the information properly when they have more responsibility(Weber, Beck, & Konig, 2012). When the employees receive too many information, it make them incapable to handle it at a time. Salyer (2013) stated too many messages that have been sent to an employee causes overload information. Receiving excess of messages leads to poor attention towards any given task that eventually reduce the sense of attention. Mostak and Hoq (2014) describe overload information as an excess of relevant information that cannot be absorbed. (Mostak & Hoq, 2014) also stated that overload information as a content that exceeds human information processing capacity.

The role of ambiguity occurs when an unclear information occurs between employees and employers. Role ambiguity takes place when a big organization try to convey message without a proper channel (Esmeray, 2014). In addition, it may also happen when there are lack of communication and insufficient information (Esmeray, 2014). Role ambiguity may also describe as a situation where an individual does not have a clear direction of their position in the organization (Esmeray, 2014). Srikanth and Jomon (2013) indicate clarity and responsibility helps an individual to execute or to perform at the workplace. Delivering the message in a clear way is very important to carry a task

successfully. A clarity in communicative skills and the way of delivering message helps employees to work better in an organization (Strongman, 2011).

Having a good communication is one of the greatest challenge faced by many leaders (Harwati, 2013). Communication effectiveness among leaders show a good impacts in executing one's duties efficiently (Luthra & Dahiya, 2015). Femi (2014) explains that a great leader inspires the employee in achieving organizational goals. A leader communication skill demonstrates, how an individual leads a group in an organization. The poor leadership skills also contribute to poor communication that affect other employees in the organization.

In sum, the overload information, role ambiguity, and leadership skills influence effectiveness of the employees' communication skills. Lack of effectiveness in communication leads to a critical problem which can lead to a confusion (Babatunde, 2013). Communication effectiveness should be the main trait to portray between superiors and subordinates of an organization (Ebarefimia, Inedegbor, & Kehinde Ahmed Akintola Omobola Ganiyat Kareem, 2012).

### **1.3 Research Questions**

This research is carried out to answer the following questions:

- 1) Does role ambiguity influence communication effectiveness?
- 2) Does information overload influence communication effectiveness?
- 3) Does transformational leadership influence communication effectiveness?

## **1.4 Research Objectives**

The research is targeted to identify the following objectives:

- 1) To examine the influence of role ambiguity on communication effectiveness.
- 2) To examine the influence of information overload on communication effectiveness.
- 3) To examine the influence of transformational leadership on communication effectiveness.

## **1.5 Scope of Study**

Telecommunication company is the largest company for fixed line, radio, television broadcasting, and broadband services. The telecommunication company helps everyone to connect, communicate and collaborate with each other. There are 14 branches of the telecommunication companies in Malaysia. This study focuses on communication effectiveness among employees in the telecommunication company which is located at Kepong branch. Communication plays a vital role in a telecommunication company in carrying out a task or project. Overload information, role ambiguity, and leadership are the main variables that gives impacts on the communication effectiveness.

A questionnaire was distributed to employees in a telecommunication company. Challenges and problems are focused in all levels of employees, except top management in the selected Telecommunication company. This research provides recommendations on how to overcome the influence of overload information, role ambiguity, and leadership skills in communication effectiveness. The research also points out the importance of

communication and at the same time, it would also bring consciousness among employees on how to communicate efficiently.

### **1.6 Significance of Study**

The study offers contributions to the readers by creating an understanding of the inter connection between employee's overload information, role ambiguity, transformational leadership, with communication effectiveness. In this context, communication effectiveness is considered as the most important asset for the employees. The research works on the immense benefit for all the employees in the Telecommunication organization.

Riemer (2007) stated many graduates are lack in communication skills. He also mentions that most graduates are in needs of good communication skills for the development of an organization. There are two ways of communication between management and employees that promote high cooperation , which are the management ability to convey their expectations and also employees ability to put their suggestions in operation of management (Sasanka, 2015). Sasanka (2015) also stated that communication effectiveness helps the operation to develop a plan and strategy. Finally, this study could assist an individual in knowing the benefit of communication effectiveness as a strategy of organizational growth.

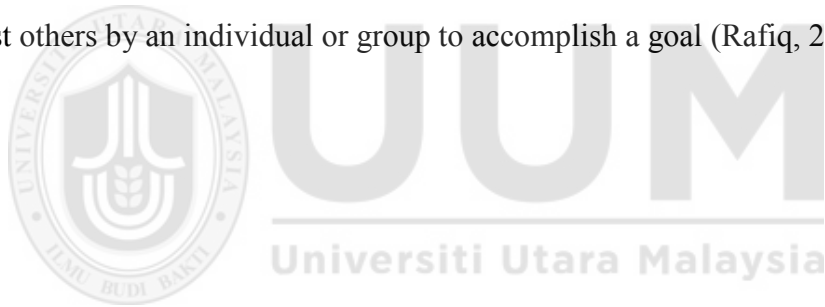
## 1.7 Definitions of Key Terms

**Communication Effectiveness** is a message from the sender that successfully interpreted by the receiver (Ergen, E.,2010).

**Information Overload** define as receiving or having too much information (Weber et al., 2012)

**Role ambiguity** is when an individual does not have a clear path about their role and potentials that they should focus in an organization (Esmeray, 2014).

**Transformational leadership** is a skill and the ability to authorize, support, encourage and assist others by an individual or group to accomplish a goal (Rafiq, 2015).



## **CHAPTER 2**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

The aim of this chapter is to provide information about the communication effectiveness among employees in a telecommunication company. The chapter consists a brief history of the communication effectiveness. The chapter also tracks the development on the influences of overload information, ambiguity, and role of leadership in communication effectiveness.

#### **2.2 Definition and Conceptualization of Variables**

##### **2.2.1 Communication Effectiveness**

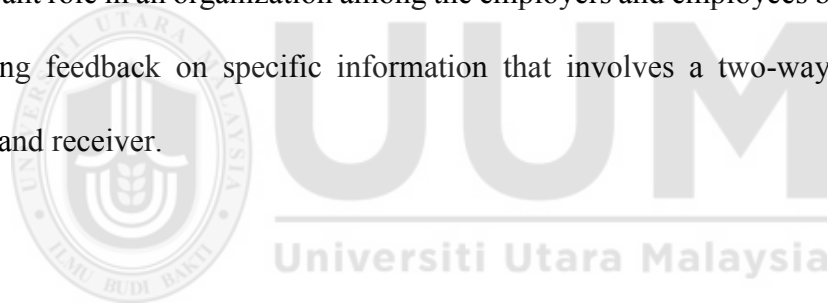
Owoeye and Dahunsi (2014) stated communication comes from the Latin word *communicare*, which refers “to make common” or “to share” this is described as a meaning that exchange between individuals through symbols, signs or behavior. Widhiastuti (2012) mentioned communication can be described as an exchange of ideas between sender and receiver which known as a two-way of communication.

Babatunde (2013) stated sender is central to send an information to a receiver, while receiver will response to the information by providing an appropriate feedback. The information sends and receive should be in detail and precise, so that both sender and receiver will get a right data to do a task.

Cameron (2018) postulated effectiveness is tied to the theory of organizations such as relationships between structure and environment, design and innovation. Schweigert (2006) stated that there are three meaning of effectiveness with different aims which are

(a) effectiveness as increased understanding of the dynamics of communities and interventions, to identify key program elements and track patterns of activity and results throughout time or across sites; (b) effectiveness as well-informed accountability, guiding decisions in accord with performance expectations, referenced by organizational commitments or history, external evidence-based standards, or field exemplars; and (c) effectiveness as the demonstration of causal linkages, providing highly generalizable findings to guide program improvement, implementation and replication.

Based on the above discussion, communication effectiveness can be classified as tools that aid conveying and interpreting messages. Communication effectiveness plays a significant role in an organization among the employers and employees by interacting and providing feedback on specific information that involves a two-way process among sender and receiver.



### **2.2.2 Information Overload**

Edmunds and Morris (2000) stated the word information is mean to data that identified as the raw material where the human mind works to make information. Prasitratanaporn (2010) mentioned that it is common to differentiate process data in gathered information for a particular reason. The gathered information is used to perceiving information, knowledge, and data in carrying out work.

Edmunds and Morris (2000) also definite that the volume of information can be accessed by looking for a particular information that increases the flow of information. In



addition, leaders also receive more information through various sources in the millennium era.

Stephens *et al* (2017) mentioned that overload is a common word where people feel frustrated, feel a lack of control over their environment and their decision-making ability degrades. Stephens *et al*. (2017) also stated the concept of overload is including connection overload, stress overload, techno overload, and technology overload. Prasitratanaporn (2010) pointed that information overload occurs when the context of the information unfamiliar to the users mainly if the information is unclear, irrelevant, complex or ambiguous, and organizations are frequently associated with the information overload.

Stephens *et al*. (2017) said that information overload is also distinguished as communication overload which focuses on the communicative practice from the workplace. Prasitratanaporn (2010) describe stronger organizational networks as an increasing number of communication channels. Paquet, Hambley, Day, and Scott (2014) stated information and communication technology (ICT) provides employees to gain information they needed by increasing the flow of information, sometimes it may not relevant and become a disturbance to employees that eventually interrupting the flow of work. Eppler and Mengis, (2003) have stated the main definitions of information overload and components as shown in table 2.2.

**Table 2.2**

Definitions of information overload and their components

Definitions	Components/ Dimensions	References
The decision maker is considered to have experienced information overload at the point where the amount of information actually integrated into the decision begins to decline. Beyond this point, the individual's decisions reflect a lesser utilization of the available information.	Inverted u-curve: relationship between amount of information provided and amount of information integrated by decision maker information utilization	<ul style="list-style-type: none"> <li>• Chewning &amp; Harrell (1990)</li> <li>• Cook (1993)</li> <li>• Griffeth et al. (1988)</li> <li>• Schroder et al. (1967)</li> <li>• Swain &amp; Haka (2000)</li> </ul>
Information overload occurs when the volume of the information supply exceeds the limited human information processing capacity. Dysfunctional effects such as stress or confusion are the result.	Volume of information supply (information items versus - chunks) information processing capacity dysfunctional consequences.	<ul style="list-style-type: none"> <li>• Jacoby et al (1974)</li> <li>• Malhotra (1982)</li> <li>• Meyer (1998)</li> </ul>
Information overload occurs when the information processing requirements (information needed to complete a task) exceed the information processing capacity (the quantity of information one can integrate into the decision-making process).	<ul style="list-style-type: none"> <li>• Information processing capacity.</li> <li>• Information processing requirements.</li> </ul>	<ul style="list-style-type: none"> <li>• Galbraith (1974)</li> <li>• Tushman &amp; Nadler (1978)</li> </ul>

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Information overload occurs when the information processing demands on time to perform interactions and internal calculations exceed the supply or capacity of time available for such processing.

- Time demands of information processing; Available time versus invested time
- Number of interactions (with subordinates, colleagues, superiors)
- Internal calculations (i.e., thinking time)

- Schick, Gordon & Haka (1990)
- Tuttle, Burton (1999)

---

Information overload has occurred when the information- processing requirements exceed the information-processing capacity. Not only the amount of information (quantitative aspect) that has to be integrated is crucial but also the characteristics (qualitative aspect) of information.

- Information-processing requirements
- Information processing-capacity
- Quantitative and qualitative dimensions of information (multidimensional approach)

- Keller & Staelin (1987) Schneider (1987)
- Owen (1992)
- Iselin (1993)

---

Information overload occurs when the decision maker estimates to have to handle more information than he/she can efficiently use.

- Subjective component: opinion, job communication-satisfaction.
- situational factors and personal factors.

- Abdel-Khalik (1973)
  - Iselin (1993)
  - O'Reilly (1980)
  - Haksever & Fisher (1996)
-

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Amount of reading matter ingested exceeds amount of energy available for digestion, the surplus accumulates and is converted by stress and over-stimulation into the unhealthy state known as information overload anxiety.

---

- Subjective cause component: energy
- Symptom: stress, over-simulation
- Subjective effect: information overload anxiety
- Wurman (1990), Wurman (2001),
- Shenk (1997)

Source: A framework for information overload research in organizations. *Insights from Organization Science*, definitions of information overload and their component (Eppler & Mengis, 2003)

Based on the above discussion, information overload is also can be classified as communication overload. Communication overload takes place during interaction between employer and employee. Stephens *et al.* (2017) are also mentioned employees certainly inclined to communicate with employers due low synchronous channels that led to increase of communication overload.

### **2.2.3 Role ambiguity**

Elif (2015) stated a role can be described as a behavior associated with a social position, or typical behavior. Elif (2015) adds that roles are basic expectations about how an individual should behave in a given situation. Moreover, role is a characteristic behavior or a part to be played in an organization. Biddle (1986) mentioned that the concept of role means the social position, expectation and respectively.

On the other hand, Rhoads (2010) explained the four forms of ambiguity which are , critical in understanding the role ambiguity about one's scope of responsibilities, the necessary role of behaviors to accomplish one's responsibilities, role of senders

expectations and behaviors , the consequences of one's actions in the attainment of goals and the wellbeing of oneself, the role set and the organization. Tang and Chang (2010) stated that the role ambiguity is referring as the lack of specificity and predictability of an employee's responsibility or role in an organization.

Bin, Alshery, Ahmad, and Al-swidi (2015) clarified role ambiguity as an unclear instructions of guiding an individual action in a particular situation or to accomplish a specific goal. Bin *et al* (2015) also stated the role ambiguity happens when there is number of leaders or managers involves in take charge of employees which will creates different standards and demands of a job.

Al-kahtani and Allam (2015) mentioned role ambiguity occurs when employee tasks are not clearly defined which can make the employee afraid to take the responsibility. They also highlighted that lack of communication skills and unclear of job description causes poor performance in an organization.

Based on the above discussion, role ambiguity describing a person's task which is not clearly defined and the person is afraid to take over any responsibilities given. Al-kahtani and Allam (2015) also stated that the lack of proper communication and unclear job description leads to poor performance. This leads the employees in confusion to carry out their task and accomplish it.

#### **2.2.4 Transformational Leadership**

Grant (2000) stated according to concepts of transformation and charismatic leadership, leaders could achieve a task given by participating in inspirational behaviors such as

expressing confidence and optimism, a persuasive vision, emphasizing collective identities and referencing core values and principles. Yukl (1989) defines leadership in terms of individual traits, leader behaviors, interaction patterns, role of relationships, follower perceptions, influence over followers on task goals, and influence on organizational culture. Similarly, Zaccaro (2001) defines leadership as responsible of identifying any problems to achieve an organizational goal, generating and planning appropriate solutions and implementing solutions.

Jago (1982) stated leadership is not about quality or characteristic that an individual possesses but it's a trait that expressed to influence others via communication. Jago (1982) also mentioned that leadership would not restrict the role of leader to one member of a group or to single group member, leadership skills grows in a dynamic process which makes the leaders become followers and followers become leaders.

Hogg (2001) specified leadership plays an important role in helping followers to achieve their goals that allows them to be more innovative and effective . Garcia-Morales, Jimenez-Barrionuevo, and Gutierrez-Gutierrez (2012) declared transformational leaders deliver inspiration, have charisma and promote intellectual stimulation, and these characteristics would eventually inspire the communication processes to be more effective.

In sum, transformational leadership inspires the employees to achieve the goals in the organization which influence them through communication. Anton and Amos (2006) mentioned transformational leaders involve and influence their employees in imagining attractive outcomes by achieving the vision of the organization.

## 2.4 Research Framework

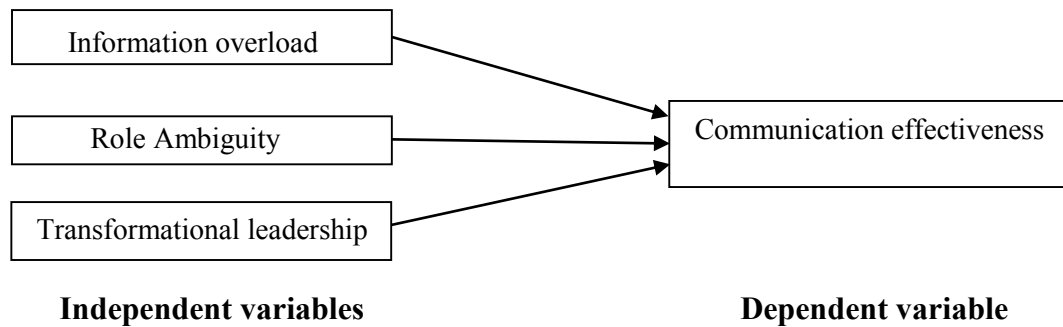


Figure 2.1  
*Research framework*

Figure 2.1 shows the research framework which involves three independent variables and one dependent variable. The information overload, role ambiguity, and transformational leadership are independent variables which used to test dependent variable (communication effectiveness).

## 2.5 Hypotheses Development

### 2.5.1 Information overload and Communication effectiveness

Communication of unnecessary information from the employees causes information overload in an organization (Weber, Beck, and Konig, 2012). Stephens *et al.* (2017) stated communication overload focused on the view of communicative practices that happened based on the receiving information in the workplace, and human beings naturally inclined to communicate at the same time. In addition, low synchronous channels may also increase the communication overload. Li and Li (2011) mentioned the growth of information with communication technologies has brought difficulty to employee to cope up with the factor of information overload. Syallow, Mberia, and Bosire (2017) mentioned

that the information received by employees exceeds the capacity level, the receiver may not pay attention to the information.

Stephens *et al.* (2017) claimed that communication overload takes place when a third person looked for an attention of worker's knowledge through email, instant of messaging or mobile devices, this may cause interruptions and the workers become less productive. Syallow *et al* (2017) stated that communication received can be considered as a communication load which can cause complexity of communication for an employee to process data in given time frame. Agema (2015) declared overloaded email can cause an employee to miss out any important information. Agema (2015) also stated email overload causes jammed inbox, inefficient workflow, and poor communication.

Thus, employee in an organization can experience communication overload which could effect on their job satisfaction (Syallow et al., 2017). Stephens et al. (2017) highlights the findings of past researches that compromising quality message was significantly related to various distractions among employees in an organization. Thus, it is hypothesized that:

H1: Information overload negatively related to communication effectiveness

### **2.5.2 Role ambiguity and Communication effectiveness**

Wright and Millesen (2008) mentioned roles are determined through role of senders who create and communicate standards of behavior and role of receivers who accept and understand the expectations. Wright and Millesen (2008) also stated role ambiguity occur



when an employee has lack of information which often result in inadequate and poor communication among executive leadership and board members.

Role ambiguity refers to lack of clarity faced by an employee in fulfilling those expectations due to poor communication and the information received by them (Srikanth and Jomon, 2013). It is also referred to a situation of an employee who does not have a clear pathway about their role in the organization and it causes the employee afraid to take responsibility of any task given by their leader (Judeh, 2011).

Cleveland and Ellis (2015) stated employees use ICTs to share and exchange information for discussion, problem-solving, clarification and informal communication in the organization. Srikanth and Jomon (2013) mentioned technology usage are being used to interact with their client's where the employees also seek for feedbacks to determine the significance of specific work behavior and it is also a lack of clarity from individual in delivering information in an organization.

Therefore, Wright and Millesen (2008) have identified the measures of information is not being communicated adequately which lead to role ambiguity in an organization. Thus, it is hypothesized that:

H2: Role ambiguity negatively related to communication effectiveness

### **2.5.3 Transformational leadership and communication effectiveness**

García-Morales *et al* (2012) declared that transformational leadership is relevant to innovational and transformational leaders paying attention for developing communication

effectiveness, sharing values and encouraging an environment for innovative teams. According to Dionne, Yammarino, Atwater, and Spangler (2004) stated transformational leadership may be appropriate for an effective team communication which serves the extends lines of communication between the leaders and members of the team.

Men (2014) mentioned transformational leaders motivate employees by communicating inspiration and performance expectations which create an attachment among the leaders and followers. Men (2014) also stated transformational leadership gives an importance to individual thought, relationship, meaning, and empowerment. Cetin, Karabay, and Efe, (2012) specified communication as a capability of the leaders and play an important role in satisfaction of the employees and leaders. Moreover, the leaders should be cooperative in their ways of communication to create a two-way channel.

Neufeld, Wan, and Fang (2010) stated communication refers to leader-follower interactions and effective transformational. Leaders are open to followers by communicating and gain followers trust that motivates them for a great understanding in an organization. Dionne *et al* (2004) cited that openness to suggestions and relevant feedback of communication-based on effective team functioning and characteristics of the team include interaction which related to team effectiveness that connects between communication and team performance.

Neufeld *et al* (2010) has mentioned that communication effectiveness is generally connected to leadership effectiveness that allows leaders to create a vision for followers and transformational leadership is seen as engaging in communication effectiveness

which shows high correlations between the leadership behavior and communication effectiveness. Thus, it is hypothesized that:

H3: Transformational leadership positively related to communication effectiveness



## **CHAPTER 3**

### **METHODOLOGY**

#### **3.1 Introduction**

This chapter covers five main topics of methodology which are research design, population and sample, research measurement, data collection procedures and technique of analysis.

#### **3.2 Research Design**

Research design relates to the data of decisions that based on research questions of a study. This is to ensure logical and a precision of data attained in the study. In addition, the research design defines the validity and reliability of research questions (Rowley, 2003).

Cross-sectional study design allows the researcher to compare different variables or different groups of population at one point of time. Mingying Zheng (2015) stated researchers investigate the problem statement and collect the data of sample survey at random to create inference on the population as a whole. However, a longitudinal study is not considered due to a long period of time as the result of study would be diverse to stipulate the whole population (Caruana, Roman, Hernandez-sanchez, and Solli, 2015).

The design of this study is using the descriptive method as this study measures the influence of information overload, role ambiguity and transformational leadership on communication effectiveness.

Nassaji (2015) stated the descriptive method might be focused on the relationship between variables where survey are frequently used to gather the data. Rahi (2017) points descriptive research as an information gathered on current phenomena which providing exact information of people, situation and events.

The questionnaire is an established tool in social science research to collect data in describing a population which involves a large number of respondents (Bird, 2009). Moreover, questionnaires were used to gather data because it allows the researcher to collect primary data from a large sample. Thus, this method seems suitable for this study as it comprises large number for respondents. In this particular, the dependent variable of this study is communication effectiveness and while the independent variables are information overload, role ambiguity and transformational leadership in the industry.

The approach utilized in this research is quantitative method. Daniel (2016) stated that quantitative method emphasizes numbers and figures in analysing data. Daniel (2016) also mentioned that quantitative approach is used to describe data (numbers, percentages and measurable figures) which can be calculated using statistical package for social science (SPSS). Furthermore, Luk and Chan (1995) declared that quantitative method provides a complete description of the research. Relatively, Sukamolson (2007) stated quantitative research concentrates on measuring social reality where the questions are count on quantities in variables.

### **3.3 Population and Sample**

The population of this study comprises targeted telecommunication employees in Malaysia. The sample was drawn from the branch of telecommunication companies which is located in Kepong, Kuala Lumpur.

The employees are from the various department of the Telecommunication company, namely, wireless communication department, communication equipment department, processing systems, products department, long-distance carrier's department, domestic telecom services department, foreign telecom services department and diversified communication services department. In this selected company, the job hierarchy falls from top senior technical officer followed by support officers, technical officer, indirect support staff, assistant technical officer, senior clerical support, junior clerical support, senior technicians, junior technicians, clerical support, technicians, and the lowest in the hierarchy is assistant general support.

The Telecommunication employees are chosen as a sample of this study because they were unable to communicate effectively and shows poor communication at their workplace (Saleh and Murtaza, 2018). A close-ended questionnaire was distributed to the participants. The sample size withdraws from all categories of employees including male, female, that comprises both junior and senior employees. The data of this study is collected from the 12 departments of the company from higher management who are top senior technical officer, support officers, technical officer, indirect support staff, assistant technical officer, senior clerical support, junior clerical support, senior technicians, junior

technicians, clerical support, technicians, and also the lower management who is assistant general support.

The size of population is an important aspect in order to collect the sample size, the sample size around 30 to 500 would be suitable to acquire a reliable result (Delice, 2001). A questionnaire is distributed to 12 respective departments with a total of 250 employees. The distribution of sample is demonstrated clearly in Table 3.1 below.

**Table 3.1**

Number of the sample selected from 12 departments in a telecommunication company

No	Departments	No of sample
1.	Senior technical officer	20
2.	Support officers	20
3.	Technical officer	20
4.	Indirect support staff	20
5.	Assistant technical officer	20
6.	Senior clerical support	20
7.	Junior clerical support	20
8.	Senior technicians	20
9.	Junior technicians	20
10.	Clerical support	20
11.	Technicians	25
12.	Assistant general support	25
<b>Total</b>		<b>250</b>

### 3.4 Measurements

A close-ended questionnaire was drawn to gather information about the information overload, role ambiguity, and transformational leadership. For the purpose of this study, a total of four types of instruments are used to measure the independent variable (information overload, role ambiguity, transformational leadership) and the dependent

variable (communication effectiveness). The following section explains the instruments of each variable in detail.

### 3.4.1 Communication effectiveness

Park, Lee, and Lee (2014) developed nine items of measurement and these instruments have been adopted in this research to measure the level of communication effectiveness among the respondents. This has been tested by Rama and Massey (2014) which shows coefficient alpha of greater than 0.7. However, questions that intend to communication effectiveness need to be adapted from other the related measurement. The measurements used in this study comprises the nine items as mention in table 3.2, the items are used to determine the level of communication effectiveness of employees. The respondents were requested to opt their responses via Likert Scale (1 = strongly disagree to 5 = strongly agree). The operational definition and items of communication effectiveness are shown in Table 3.2.

**Table 3.2**  
Measurement of Items: Communication Effectiveness

Variables	Operational Definition	Items
Effective Communication	Communication Effectiveness is a message of the sender is successfully interpreted from the receiver which the communication is done effectively , (Ergen, E.,2010).	<ol style="list-style-type: none"> <li>1. I frequently communicated with him/her through phone conversations.</li> <li>2. I frequently communicated with other colleagues through electronic mail.</li> <li>3. There was much two-way communication</li> </ol>



- 
- between colleagues and myself.
4. The information provided by my colleagues was very useful for my work.
  5. My colleagues always responded to my communication.
  6. The information provided by my colleagues was highly relevant to my work.
  7. My colleagues provided me with a large amount of feedback.
  8. I frequently communicated with colleagues through scheduled one-on-one meetings (face to face).
  9. I am very satisfied with the content of the information provided by my colleagues.
- 

Source: Communication effectiveness on IT service relationship quality. *Industrial Management and Data Systems*, (Park, Lee, and Lee, 2014)

### **3.4.2 Information overload**

Previous research by Ri, Son, and Kyu, (2016), Stephens, Mandhana, Li, Glowacki, and Devices (2017) and Yu, Chenling, and Xiongfei (2019) have been used to measure the seven-items of information overload which shows coefficient alpha of above 0.7 that developed by Karr-Wisniewski and Lu (2010). This instrument is adapted in this study to measure the influences on communication effectiveness of targeted sample. The measurements used in this study comprised a similar seven items which determine the degree of information overload in the organization. The respondents were requested to

indicate their choice from 1 = strongly disagree to 5 = strongly agree. The operational definition and items of communication effectiveness are shown in Table 3.3.

**Table 3.3**  
Measurement of Items: Information Overload

Variables	Operational Definition	Items
Information Overload	Information Overload refers to receiving or having in going through too much information (Weber et al., 2012).	<ol style="list-style-type: none"> <li>1.I am often distracted by the excessive amount of information available to me for business decision making.</li> <li>2.I find that I am overwhelmed by the amount of information I have to process on a daily basis.</li> <li>3.Usually, my problem is with too much information to synthesize instead of not having enough information to make decisions.</li> <li>4.I feel that in a less connected environment, my attention would be less divided allowing me to be more productive.</li> <li>5.I often find myself overwhelmed because technology has allowed too many other people to have access to my time.</li> <li>6.I waste a lot of my time responding to emails and voicemails that are business-related but not directly related to what I need to get done.</li> <li>7.The availability of electronic communication has created more of an interruption than it has improved communications.</li> </ol>

Source: Operationalizing technology overload and exploring its impact on knowledge worker productivity,(Karr-Wisniewski and Lu, 2010)

### 3.4.3 Role Ambiguity

In order to acquire data regarding role ambiguity, this study used the instruments from the research of Tang and Chang (2010) that originally derived from Rizzo, House, and Lirtzman (1970) study. This instrument has been used because the coefficient alpha shows above 0.80 (Tang and Chang, 2010). In the past studies, Kamarudin, Zulkafaly, and Hassan (2018) and Rovithis, Linardakis, Rikos, and Patiraki (2017) have utilized a similar instrument by measuring 13 items of role ambiguity which show coefficient alpha above 0.80. Therefore, this instrument is adapted to measure the influences on communication effectiveness of target sample. The measurements used in this study also comprises 13 items which determine the degree of agreement of their role ambiguity in the companies. Similarly, the respondents were requested to choose their choice from 1 = strongly disagree to 5 = strongly agree. The operational definition and items of role ambiguity are shown in Table 3.4.

**Table 3.4**  
Measurement of Items: Role Ambiguity

Variables	Operational Definition	Items
Role ambiguity	Role ambiguity is when an individual does not have a clear path about their role and expectations they should focus on an organization (Esmeray, 2014).	1. I have to do things that should be done differently. 2. I receive an assignment without the manpower to complete it. 3. I have to buck a rule or policy in order to carry out an assignment. 4. I work with two or more groups who operate quite differently. 5. I receive incompatible requests from two or more people.

- 
6. I receive an assignment without adequate resources and materials to execute it.
  7. I work on unnecessary things.
- 

Note: (R) = Reverse coded item

Impact of Role Ambiguity and Role Conflict on Employee Creativity. *African Journal of Business Management*, (Tang and Chang, 2010)

### 3.4.4 Transformational Leadership

The measurements used in this study comprises eight items. The eight listed items show coefficient alpha of above 0.90 that adapted from (Jung and Sosik, 2002) and (Avolio and Bass, 2004) study. The instrument of transformational leadership is adapted to measure the influences on communication effectiveness in the telecommunication company. The measurements used in this study comprised 8 items that determine the degree of agreement of the information overload in the organization by indicating the respondents' choice from 1 = strongly disagree to 5 = strongly agree. The operational definition and items of communication effectiveness are shown in Table 3.5.

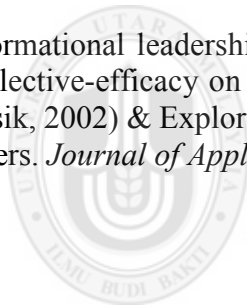
**Table 3.5**

Measurement of Items: Transformational Leadership

Variables	Operational Definition	Items
Transformational leadership	Leadership is an influence and the ability to authorize, support, encourage and assist others by an individual or group of people to accomplish a goal (Rafiq, 2015).	<ol style="list-style-type: none"> <li>1. My team leader expresses confidence that goals will be achieved.</li> <li>2. My team leader talks about the importance of team values.</li> <li>3. My team leader talks optimistically about the future.</li> </ol>

- 
4. My team leader sets high standards.
  5. My team leader specifies the importance of having a strong sense of purpose.
  6. My team leader spends time teaching and coaching team members.
  7. My team leader goes beyond self-interest for the good of the team.
  8. My team leader emphasizes the importance of having a collective sense of mission.
- 

Transformational leadership in work groups: The role of empowerment, cohesiveness, and collective-efficacy on perceived group performance. *Small Group Research*, (Jung and Sosik, 2002) & Exploring the Dual-Level Effects of Transformational Leadership on Followers. *Journal of Applied Psychology*, (Wang and Howell, 2010)



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### 3.5 Questionnaire Design

Gopikrishnan (2014) stated a questionnaire is a tool of obtaining information on respondents' attitudes, behaviour, and their belief. Four pages of close-ended questionnaires were drawn to gather information about the influence of information overload, role ambiguity and transformational leadership on communication effectiveness. The questionnaire was displayed in the English language and was divided into five sections with a total of 46 questions. Each section of the questionnaire has its own instruction. In section A, respondents were asked to answer the measure of effective communication. Section B comprises measures of information overload. Meanwhile, section C indicates questions on the role ambiguity. In section D, comprises measures on

transformational leadership. Finally, section E comprises on respondents' demographic information. The full set of the questionnaire is provided in Appendix 1 and the arrangements of the questionnaire's shown in table 3.6.

**Table 3.6**  
*The layout of the questionnaire*

Sections	Items
A	Consist of nine questions to measure Effective Communication.
B	Consist of seven questions to measure Information Overload.
C	Consist of seven questions to measure Role Ambiguity.
D	Consist of nine questions to measure Transformational Leadership.
E	Consists of eight questions on demographical background of the respondents.

### 3.6 Pilot Test

Abu Hassan, Schattner, and Mazza (2006) stated a pilot study can be described as a study to test on research protocols, data collection, and research techniques. Abu Hassan et al. (2006) also specified that pilot study is vital for all research, in order to identify the problem in implementation the study. Hazzi and Maldaon (2015) also mentioned that the pilot study is used to improve the quality of research.

For the purpose of this study, a pilot test is conducted with a sample of 30 employees at the same Telecommunication company. This is to evaluate the relevance of questionnaire. Moreover, this pilot test also anticipated to ensure the validity of items from respondents' feedbacks. Having said that, the pilot study enables the researcher to identify errors in the instruments.

Furthermore, reliability analyses were carried out on items for each variable in the pilot study. In this perspective, the reliability coefficients of this study shows Cronbach alpha values that reflect the reliability of the independent and dependent variables. Tavakol and Dennick (2011) mentioned alpha is to provide a measure of the reliability of a test or scale which were expressed between 0 and 1. Sharma (2016) mentioned that the number of test items interrelated with the alpha value, therefore low-value of alpha occurred due to a low number of questions and low correlations among the pairs. Sharma (2016) declared if alpha is too high it may be assumed some of the items are redundant and if the alpha value 0.90 it is considered reliable. The table below shows the reliability of the variables after a run through the pilot test.

**Table 3.7**  
*Research Variables Reliability Statistic (Pilot Test)*

Variables	Number of Items	Cronbach Alpha
- Effective Communication	9	0.927
- Information Overload	7	0.862
- Role Ambiguity	7	0.875
- Transformational Leadership	8	0.856

Based on the result shown in Table 3.8, it indicates that all the variables are able to attain a high-reliability coefficient that ranges from 0.862 to 0.927 which is considered good and reliable. Thus, the instrument used seems as reliable for data collection in this study.

### **3.7 Data Collection Procedure**

The sample for this study was from the telecommunication company where located in Kepong, Kuala Lumpur. Questionnaires were distributed to the 12 departments of employees with a total of 250 questionnaires. The questionnaires were designed with a general purpose of the study and to answer the research questions. The researcher collected the completed questionnaires from the representative on the agreed date. After two weeks, the data were analyzed through SPSS.

### **3.8 Data Analysis**

The data collected from this research were analyzed using various statistical techniques such as reliability analysis, descriptive analysis, and correlation analysis

(Pearson Correlation Analysis) and regression analysis (Multiple Regression Analysis). The important function of the hypothesis is to recommend the relevant variables that covered in the research design. The analysis in this study was done by using the Pearson Correlation Coefficient. Pearson Correlation Coefficient is a statistical methodology for investigating the connection between one or more independent variable and dependent variable. Regression analysis was used to examine the relationship between independent variables and dependent variable.

The scale model suggested by Asuero, Sayago, and Gonz (2006) to describe the relationship between the independent variables and the dependent variable as shown below.



**Table 3.8**

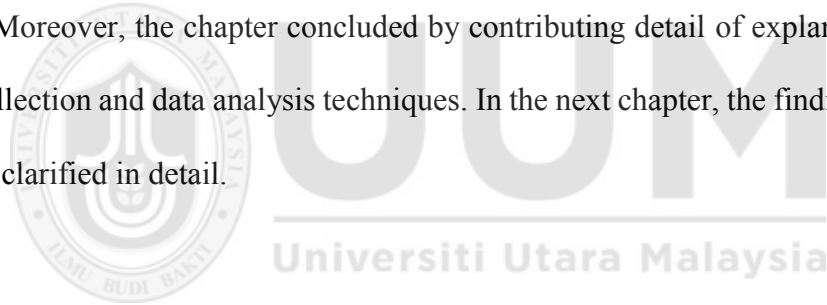
Strength of correlation

Value	Strength of the relationship
0.90 to 1.00	Very high correlation
0.70 to 0.89	High correlation
0.50 to 0.69	Moderate correlation
0.30 to 0.49	Little correlation
0.00 to 0.29	Little if any correlation

Source: Asuero et al. (2006)

### 3.9 Summary

The chapter focused on the methodology aspects of the research which comprised explanations of research designs, pilot test, population, sample and measurement of the study. Moreover, the chapter concluded by contributing detail of explanations about the data collection and data analysis techniques. In the next chapter, the findings of this study will be clarified in detail.



## CHAPTER 4

### FINDINGS

#### 4.1 Introduction

This chapter presents the data analysis results obtained from data collection. Frequency analysis was used to analyze the respondent's demographic characteristics such as gender, age, race, educational qualification, year experience, and income level. Meanwhile, inferential analysis was used to analyze the relationship between the dependent variable, namely communication effectiveness and the independent variables which are information overload, role ambiguity, and transformational leadership.

#### 4.2 Response Rate and Frequency Analysis of Respondents Demographic Characteristics.

A questionnaire was distributed to 250 employees who are attached to the telecommunication company. Out of the 250 questionnaires, all were returned which constituted a 100% response rate. The frequency analysis revealed that 180 respondents (72%) were female, while 70 respondents (28%) were male. Most of them were Malay (61.6%), and majority of the respondents aged between 34 – 41 years old (57.6%) and only (6%) respondents aged between 18 – 25 years old. The respondents' demographic characteristics were presented in Table 4.1.

**Table 4.1**  
Respondents' demographic characteristics

<b>Demographic Characteristics</b>	<b>Frequency</b>	<b>Percentage (%)</b>	
Gender	Male	70	28
	Female	180	72
Age	18 – 25 years	15	6
	26 – 33 years	33	13.2
	34 – 41 years	144	57.6
	42 – 49 years	26	10.4
	50 years old and above	32	12.8
Race			61.6
	Malay	154	24.8
	Chinese	62	12.8
	Hindu	32	0.8
Education qualification	Others	2	
	Higher secondary	21	8.4
	Diploma	67	26.8
	Under graduate	104	41.6
Years of experience	Post graduate	58	23.2
	1 – 5 years	6	2.4
	6 – 10 years	49	19.6
	11 – 15 years	114	45.6
Income level	Above 15 years	81	32.4
	RM1800 - RM2500	6	2.4
	RM2501 - RM3200	55	22.0
	RM3201 - RM4200	97	38.8
Are you clear with organizational goals and objectives?	RM4201 – Above	92	36.8
	Yes	250	100
	No		

Do you think communication is important in your job?	Yes	250	100
	No		

Based on the education qualification, the majority of respondents were undergraduate (41.6%) and (26.8%) of respondents have a diploma. In addition, the result shows (23.2%) of overall respondents completed their postgraduate, followed by (8.4%) of them graduated with SPM and STPM qualification. On the other hand, (45.6%) of overall respondents have worked between 11- 15 years. Meanwhile, 97 (38.8%) of respondents received income more than RM3201 – RM4200.

Besides, less than five percentage of respondents (2.4%) have work experience between 1 – 5 years with the salary range between RM1800 to RM2500 and the findings emphasizes these respondents are earned the least in the organization. The data also shows that respondents with working experience more than 15 years shows (32.4%) and the salary range was (36.8%) which is in between RM4201 and above. Besides, 49(19,6%) of overall respondents have work experience between 6- 10 years, and 55 respondents ( 22%) earn between RM2501 to RM 3200.

Lastly, the data shows that all the respondents agreed ( 100%) to the questions “Are you clear with organizational goals and objectives?” and “Do you think communication is important in your job?”

### 4.3 Reliability Analysis

**Table 4.2**

*Reliability results*

Variables	Number of Items	Cronbach Alpha
<b>INDEPENDENT VARIABLES</b>		
Information overload	7	0.763
Role ambiguity	7	0.843
Transformational leadership	8	0.738
<b>DEPENDENT VARIABLE</b>		
Communication effectiveness	9	0.925

Cronbach's coefficient alphas were computed for each dimension to determine the consistency and reliability of instruments used in the study. Table 4.3 illustrates the Cronbach's alpha values of the variables.

Sharma (2016) explains the acceptable of alpha should be in the range from 0.70 to 0.95. The table 4.3, displays the Cronbach alpha value of independent and dependent variable in ranges from 0.738 to 0.925. Therefore, the findings of the study is consider as reliable and acceptable. There are seven items used in the variable of role ambiguity. However, there are no missing errors have been found in this study.

### 4.4 Descriptive Analysis ( Mean and Standard Deviation)

Descriptive analysis is used to display quantitative data related to the research. Descriptive analysis clarifies the outcomes obtained from the questionnaires. The descriptive analysis includes the mean and standard deviation for the independent and dependent variables as stated below in Table 4.3.

**Table 4.3**  
*Descriptive Analysis*

<b>Variables</b>	<b>Mean</b>	<b>Standard Deviation</b>
Communication Effectiveness	4.077	0.573
Information Overload	4.104	0.391
Role Ambiguity	1.858	0.409
Transformational Leadership	4.189	0.341

Based on Table 4.3, the mean score for all the variables is in between 1.858 to 4.189. Transformational leadership is an independent variable in this study, that shows the highest mean score which is 4.189, followed by information overload (4.104). Meanwhile, communication effectiveness is a dependent variable displays mean score of (4.007). These findings indicate majority of respondents agreed on the items listed in Section B, Section C, and Section E in the questionnaire.

On the other hand, the result shows the role ambiguity obtains the lowest mean score (1.858), this emphasizes that majority of the respondents being neutral to the items listed in Section D. The table (4.3) shows the standard deviation of each variable which comprises of communication effectiveness (0.573), information overload with a standard deviation of 0.391, followed by role ambiguity (0.409) and transformational leadership (0.341).

#### **4.5 Correlation Analysis**

This section explains the correlation analysis results and relationship between information overload, role ambiguity, and transformational leadership with communication effectiveness. The result is shown in Table 4.4.

The general purpose of correlation analysis is to study two or more variables and to show the connection between them either positive or negative correlation. Correlation analysis associates between the dependent variable and the independent variable that shows a relationship of the variables (Maiwada Samuel, 2015).

Thus, the correlation between variables shows that the variables associated to one another. In this study, Pearson's Correlation is used to analyze the correlation between the variables. The Pearson Correlation coefficient,  $r$  shows the possible correlation range of value from +1 to -1. A correlation of +1 indicates a positive correlation where both variables move in the same direction while a correlation of -1 indicates a negative correlation that shows a variable goes up and down. Whereas, a zero correlation indicates that there is no relationship between the variables.

**Table 4.4**  
*Pearson Correlation Analysis*

Variables	RoleAmbi	TransLeader	InfoOver	ComEffec
Role Ambiguity	1	-0.216**	0.357**	-0.266**
Transformational Leadership		1	0.358**	0.253**
Information Overload			1	0.351**
Effective Communication				1

Note: InfoOver = information overload; RoleAmbi = role ambiguity; TransLeader = transformational leadership; ComEffec = communication effectiveness; \*\* Correlation is significant at the 0.01 level (1 tailed)

The finding in Table 4.4 indicates, the correlation of role ambiguity as the independent variable with negative significant at 0.01 level (1 tailed) with a correlation coefficient of -0.266 in communication effectiveness. Correspondingly, the analysis shows that there is a small correlation between the independent and dependent variable.

Furthermore, Pearson correlation for transformational leadership and communication effectiveness was 0.253 with the significant level 0.01 level (1 tailed). The finding reveals that transformational leadership was positively correlated with communication effectiveness and the level of correlation shows that there is a moderate correlation between the independent and dependent variable. In addition, the findings in Table 4.4 also indicates that there is a positive correlation between information overload and communication effectiveness with  $r = 0.351$  at a significant level of 0.01 (1 tailed). Hence, the analysis shows there is a moderate correlation between the independent and dependent variable.

#### **4.6 Regression Analysis**

Multiple regression is a simple linear regression which will be applied to make an assumptions on the value of the variable that relies on the two or more variables in the study. The function of multiple regression is to allow the researcher to investigate the relationship between the dependent and independent variable.



**Table 4.5**  
Multiple Regression Analysis

	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t-value	Sig.
Constant	2.003	.573		3.497	0.001
Role Ambiguity	-.207	.088	-.148	-2.344	0.020
Transformational Leadership	.223	.106	.133	2.109	0.036
Information Overload	.371	.096	.253	3.846	.000
R Square = 0.162					
R = 0.403					

Note: \*P<0.05

Table 4.5 illustrates that the multiple regression results and the influence of the communication effectiveness on information overload, role ambiguity, and transformational leadership.

As shown in Table 4.5, there are three variables examined in this study: information overload shows highly influence the communication effectiveness ( $\beta = 0.253$ ,  $p < 0.01$ ) whereas role ambiguity ( $\beta = -0.148$ ,  $p < 0.05$ ), transformational leadership ( $\beta = 0.133$ ,  $p < 0.05$ ) significantly influence the communication effectiveness. Besides the regression, results revealed the R square value of 0.162.

#### 4.7 Summary Hypothesis

	<b>Hypothesis</b>	<b>Decision</b>
H1	Information overload is negatively significant to employee communication effectiveness.	Not Supported
H2	Role ambiguity is negatively significant to employee communication effectiveness.	Supported
H3	Transformational leadership is positively significant to employee communication effectiveness.	Supported

#### 4.8 Summary

Based on the discussion above, the three objectives of the research have been achieved through the hypothesis of the study. However, the two independent variables, information overload, and role ambiguity and transformational leadership were positively related to the dependent variable. In other words, the role ambiguity, transformational leadership, and information overload have a significant relationship with communication effectiveness. The next chapter will discuss the findings, limitation of the study, recommendation of future research and conclusion of the study.

## **CHAPTER 5**

### **DISCUSSIONS**

#### **5.1 Introduction**

In this final chapter, discussion of the results, their implication, and conclusion about the three-research question are detailed. This chapter concludes with the implication of the study, limitation of the study and recommendation for future research.

#### **5.2 Discussion of Findings**

The aim of this study is to examine the influence of the role ambiguity, information overload and transformational leadership in the Telecommunication industry. Correspondingly, the information overload, role ambiguity, and transformational leadership are independent variables in this study while communication effectiveness is the dependent variable, in total there are four variables in this study. Hence, three hypotheses were developed to achieve the following objectives: (I) To examine the influence of information overload on communication effectiveness, (II) To examine the influence of role ambiguity on communication effectiveness, (III) To examine the influence of transformational leadership on communication effectiveness. The following section will compare and contrast the findings in this study and studied mentioned in the literature.

### **5.2.1 Information overload and communication effectiveness.**

As mention in earlier section, information overload positively related on communication effectiveness. Previous studies highlighted that information and communication has made people become more healthier, wealthier and tolerant as the information helps people to overcome the challenges in life (Shenk, 2003). Generation Y (18 to 32 years) is learning to cope up with multi-tasks and accepting a great number of information overload that enable them to excess more information in carrying out several tasks (Sergio, Luiz Antonio, Darly, and Jersone, 2015).

Information overload plays a significant role in employee's communication skills at any organization. Based on the outcomes of this research, a large number of employees had increased their communication effectiveness that influenced by information overload. This signifies that employees who are communicating in daily basis receiving more information from the organization to improve the communication effectiveness.

Multinational companies found that an increase of communication through an electronic mail received a positive effects on their organizational commitment, meanwhile managers who receiving more information enables them in improving decision making (Edmunds & Morris, 2000).

Employees in telecommunication company believes that accepting information by carrying out a task or project will support their company objectives. With the specific information obtained by employees could prepare themselves to be better in carrying out task.

The increase of information allows the employees in telecommunication company to access the relevant information to perform a task or project. This positive relationship of information overload and communication effectiveness lead an employee to accomplish their company's goals that eventually bring a good outcome of organization performances.

### **5.2.2 Role ambiguity and communication effectiveness.**

The result shows that role ambiguity negatively related to communication effectiveness. Previous studies by Srikanth and Jomon (2013), stated that role ambiguity causes a lack of clarity in communication among employees within the organization. Employees are afraid to perform their responsibilities on given task by their leader because of unclear information leads to role ambiguity (Judeh, 2011).

Engineers are required to complete a project or a goal set by their leader, thus many engineers received an unclear information that could affect the results of the project (Tang & Chang, 2010). Due to unclear information, the employees often confuse to take the charge that leads to lack of clarity in communication that may led them fail to handle a task (Bin, Alshery, Ahmad, and Al-swidi, 2015). Role ambiguity results from lack of clarity by colleagues may also cause to poor communication in an organization (Judeh, 2011). When the employees seek for a feedback, information is not being convey adequately that cause role ambiguity in the organization (Wright & Millesen, 2008).

Technology communication often uses by the employees to interact with their colleagues and clients may also leads to miscommunication or misinterpreted that shows ineffective communication (Paquet, Hambley, Day, and Scott, 2014). An employee who believe in accepting and supports the company objectives is more likely to be devoted to their company and have the tendency to promote organizational performance with clear information . Similarly, the respondents of this study indicates that they would be happy to work and accept any kind of tasks in order to make the organization outstanding and successful .

### **5.2.3 Transformational leadership and communication effectiveness.**

The result of the third hypothesis shows that transformational leadership is positively related to communication effectiveness. The previous studies conducted by (Garcia-Morales, Jimenez-Barrionuevo, and Gutierrez-Gutierrez, 2012) have declared that transformational leadership is positively associated in developing communication effectiveness among the employees.

Men (2014), mentioned transformational leadership motivates and gives importance on individual thought by communicating that effects a relationship of a leader and employees. If the employees perceived that the leader communicates and supports their thought, they would be more encouraged in engaging advanced job performances. In other words, if employees feel motivated by their leader, they will be more committed in the organization performance to accomplish the organization objectives.

Based on the outcomes of this study, the employees are enjoying their task as the leader communicates and supports their goals, values, cares, opinion, and well-being, this makes them to work hard to achieve higher productivity. Having said that, the leader communication influences the employees to carry out a job or task in a more efficient way.

Employees are assumed to have an effective communication when they have good bond with their leader. An employee who believes that effective communication with the leader is more likely shows a good dedication to the company. This makes them to do a great job and surge up their performance level. Thus, when a leader communicates effectively to the employees, it eventually creates an enthusiasm and positive behaviors in performing their duties.

### **5.3 Implications of Study**

Research implication can be categorized into two which are practical implication and theoretical implication. The practical implication of research is to improve or solve the issues that relates to the study. Whereas, the theoretical implication emphasizes the importance and contribution of a study which brought to the field of human endeavors.

#### **5.3.1 Practical implications**

This study would be valuable for employees and also the manager who works in an organization. In other words, this study would be helpful in improving employee's communication skills in daily basis and thereby to gain communication effectiveness to perform a task smoothly. The finding of this research clearly highlight that information

overload, role ambiguity, and transformational leadership can influence employees' daily communication skills.

Employees foster a sense of enjoyments and enthusiasm in carrying out a task by showing their interest. At the same time, a leader who is in a good bond with employees take more interest in what they do. Therefore, it is important for an employee to have good communication in the workplace in order to help them accomplish task faster and accurately.

Furthermore, employees in any organization would be benefit from this study as this study intended to investigate the influences information overload, role ambiguity and transformational leadership on communication effectiveness in telecommunication industries.

This implies the research provides relevant information regarding the employee feedback on the influences of information overload, role ambiguity and transformational leadership on communication effectiveness towards the organization. Hence, any organizations could use this research as a foundation to enhance the communication effectiveness among the employees and leaders.

### **5.3.2 Theoretical Implication**

This research is believed to contribute in communication effectiveness as it shows an expansion on the communication effectiveness as well as their applicability in understanding communication skills among the employees.

The findings of this research supported by the following studies Syallow et al., (2017), Srikanth and Jomon (2013) and Garcia-Morales et al (2012). These studies clarify



the linkage between employee's influences such as information overload, role ambiguity and transformational leadership with their responses that exist in their work environment which may have direct impact in their communication effectiveness.

Consistently, it was a clear that independent variables (information overload and role ambiguity) are negatively correlated and (transformational leadership) is positively correlated with the dependent variable (communication effectiveness) this in lined with the discussion proposed. The regression analysis shows the R square value is 16.2. It is mean there is 16.2% of information overload, role ambiguity, and transformational leadership are related to communication effectiveness among the respondents.

Meanwhile, communication effectiveness referring to employee influences during the communication takes place through a task at a workplace. The findings of this research also portray on employee's thought on the influences on information overload, role ambiguity and transformational leadership on communication effectiveness in their organization.

#### **5.4 Limitation of Study**

Several limitations were identified in the study. Firstly, this study only concentrated on employees in Telecommunication organizations. The size of sample is 250 respondents only, thus the results of this study could not be generalized to overall employees in the organization. This is because the difference of work cultures, management systems, HRM practices and policies that might affect their perceptions toward communication effectiveness.

On the other hand, questionnaires were distributed to a person in charge and it took merely two months to get the response back. Moreover, financial issues to complete this study may also be considered as an implication. There are three variables that were selected to be discussed in this study. However, the three variables seem insufficient as there are many other variables that emphasize the influences on the communication effectiveness of telecommunication industry employees.

### **5.5 Recommendation for Further Research**

Further studies are recommended to test those variables used in this study to other organizations in Malaysia. The researcher may use another organization as a sample to find out the relationship between the influences of information overload, role ambiguity, and transformational leadership on communication effectiveness. Expanding the population also could contribute to the future research. Future research may also include the other possible variables in widening the scope of study that could add a complement to this study.

### **5.6 Conclusion**

The purpose of this study was to investigate the relationship of information overload, role ambiguity, and transformational leadership on communication effectiveness in a Telecommunication company. The three objectives mentioned in the study are fulfilled via a thorough analysis of data and discussion of findings. In sum, it was clearly highlighted that information overload and role ambiguity variables were negatively correlated to communicative effectiveness, whereby transformational leadership was positively correlated.

This suggests information overload; role ambiguity and transformational leadership support the independent variables to have a significant relationship on communication effectiveness. The results also discovered that the relationship information overload, role ambiguity, and transformational leadership are important in influencing communication effectiveness. Thus, the obtained findings and the proposed framework indicates that the three research objectives of the study are accomplished.



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## APPENDIX A



### **INFLUENCE OF INFORMATION OVERLOAD, ROLE AMBIGUITY AND TRANSFORMATIONAL LEADERSHIP ON COMMUNICATION EFFECTIVENESS.**

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This is a study conducted as part of my requirement to be awarded a Master of Human Resource Management from University Utara Malaysia. I kindly informed that you have been selected as a respondent for this study. It is estimated that answering the questions will not be more than 10 minutes.

Your cooperation in this Master project is greatly appreciated. Thank you.

The researcher,  
Kalaivaani Aluемalai  
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**There are five (5) sections in this questionnaire.**

**SECTION A: Demographic Respondent**

*The following questions are about your personal background.*

**INSTRUCTION:** Please tick (/) at the relevant answers.

**1. Age:**

- ☐ 18-25 years old      ☐ 26-33 years old      ☐ 34-41 years' old  
☐ 42-49 years old      ☐ 50 years old and above

**2. Gender:**

- ☐ Male      ☐ Female

**1. Race:**

- ☐ Malay      ☐ Chinese      ☐ Hindu      ☐ Others \_\_\_\_\_

**4. Educational Qualification:**

- ☐ Higher Secondary      ☐ Diploma      ☐ Under Graduate      ☐ Post Graduate

**5. Year of experience:**

- ☐ 1-5 years      ☐ 6-10 years      ☐ 11-15 years      ☐ Above 15 years

**6. Income level:**

- ☐ 1800-2500      ☐ 2501-3200      ☐ 3201- 4200      ☐ 4201and Above

7. Are you clear with organizational goals and objectives?

- ☐ Yes      ☐ No

8. Do you think communication important in your job?

- ☐ Yes      ☐

**Please answer ALL questions. Indicate your choice by circle (o) the following scale for answering for each statement.**

<b>Strongly Disagree (SD)</b>	<b>Disagree (D)</b>	<b>Neutral (N)</b>	<b>Agree (A)</b>	<b>Strongly Agree (SA)</b>
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

### **SECTION B: Communication Effectiveness**

*This section consists of question of Communication effectiveness*

<b>Effective Communication</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1. I frequently communicated with colleagues through phone conversations.	1	2	3	4	5
2. I frequently communicated with other colleagues through electronic mail.	1	2	3	4	5
3. There was much two-way communication between colleagues and myself.	1	2	3	4	5
4. The information provided by my colleagues was very useful for my work.	1	2	3	4	5
5. My colleagues always responded to my communication.	1	2	3	4	5
6. The information provided by my colleagues was highly relevant to my work.	1	2	3	4	5
7. My colleagues provided me with a large amount of feedback.	1	2	3	4	5
8. I frequently communicated with colleagues through scheduled one-on-one meetings (face-to-face).	1	2	3	4	5
9. I am very satisfied with the content of the information provided by my colleagues.	1	2	3	4	5

## SECTION C: Information Overload

*This section consists of question Information Overload.*

Information Overload	SD 1	D 2	N 3	A 4	SA 5
1. I am often distracted by the excessive amount of information available to me for decision making.	1	2	3	4	5
2. I find that I am overwhelmed by the amount of information I have to process on a daily basis.	1	2	3	4	5
3. Usually, my problem is with too much information to synthesize instead of not having enough information to make decisions.	1	2	3	4	5
4. I feel that in a more connected environment, my attention would be distracted and become less productive.	1	2	3	4	5
5. I often find myself overwhelmed because technology has allowed too many other people to have access to my time.	1	2	3	4	5
6. I waste a lot of my time responding to emails and voicemails that are business-related but not directly related to what I need to get done.	1	2	3	4	5
7. The availability of electronic communication has created more of an interruption than it has improved communications.	1	2	3	4	5



## SECTION D: Role Ambiguity

*This section consists of question of Role Ambiguity.*

<b>Role Ambiguity</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1. I have to do things that should be done differently.	1	2	3	4	5
2. I receive an assignment without the manpower to complete it.	1	2	3	4	5
3. I have to buck a rule or policy in order to carry out an assignment.	1	2	3	4	5
4. I work with two or more groups who operate quite differently.	1	2	3	4	5
5. I receive incompatible requests from two or more people.	1	2	3	4	5
6. I receive an assignment without adequate resources and material to execute it.	1	2	3	4	5
7. I work on unnecessary things.	1	2	3	4	5

## SECTION E: Transformational Leadership

*This section consists of question of Transformational Leadership.*

Transformational Leadership	SD 1	D 2	N 3	A 4	SA 5
1. My team leader expresses confidence that goals will be achieved.	1	2	3	4	5
2. My team leader talks about the importance of team values.	1	2	3	4	5
3. My team leader talks optimistically about the future.	1	2	3	4	5
4. My team leader sets high standards.	1	2	3	4	5
5. My team leader specifies the importance of having a strong sense of purpose.	1	2	3	4	5
6. My team leader spends time teaching and coaching team members.	1	2	3	4	5
7. My team leader goes beyond self-interest for the good of the team.	1	2	3	4	5
8. My team leader emphasizes the importance of having a collective sense of mission.	1	2	3	4	5